



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT AGENCY
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926



S: 30 May 03

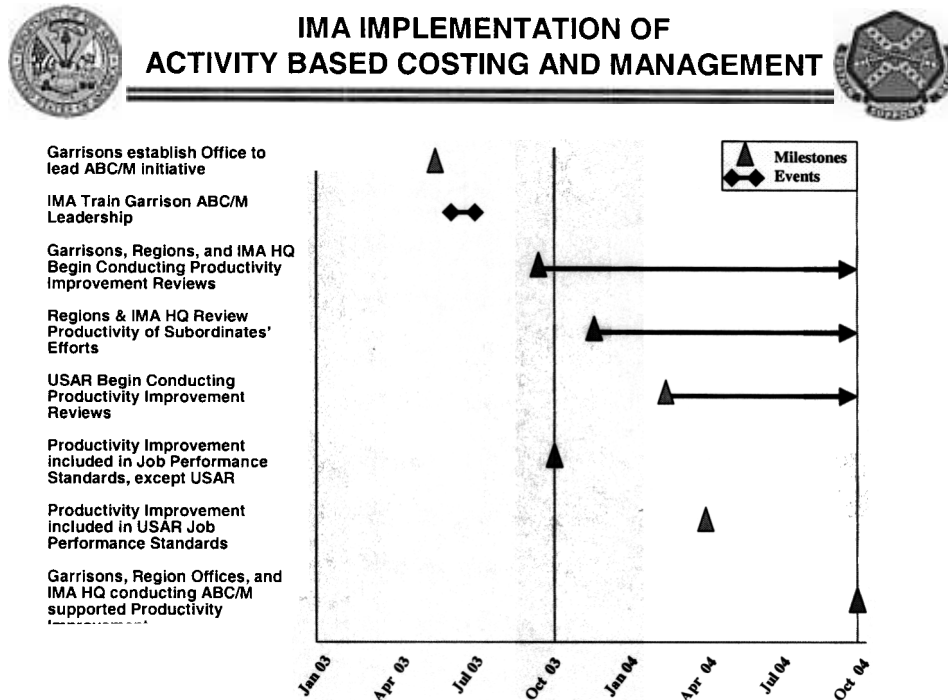
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APR 07 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Installation Management Agency (IMA) Productivity Management
Implementation Plan

1. The 7 April 2003 *Installation Management Agency Productivity Management Implementation Plan: Implementing Activity Based Costing and Management (ABC/M) Across the IMA* is approved for execution. The Installation Management Agency (IMA) developed this plan in response to direction from the Assistant Chief of Staff for Installation Management (ACSIM) and the guidance in the ACSIM Base Support Cost Management/ABC/M Implementation Plan of 12 May 2000. IMA fully endorses cost management, using ABC/M, as a process for continuous productivity improvement. Productivity management encompasses both performance management and cost in a resource constrained environment. IMA will pursue ABC/M to assist garrison commanders to better understand performance and cost management in the base support business area.
2. This IMA plan establishes a very aggressive goal of implementing productivity improvement reviews utilizing ABC/M by the end of fiscal year 2004. To meet this challenging timeline, IMA will provide or coordinate appropriate training and provision of ABC software to garrisons and region offices. Garrisons that are conducting ABC/M-based productivity improvement reviews should continue with these efforts. Nothing in this plan will derail ABC/M efforts that are underway today.
3. Prior to IMA activation, many garrisons received initial ABC/M implementation guidance from their MACOMs; they should continue these programs. Where possible, we will build on existing programs in implementing productivity management. Implementation of productivity management is an IMA team effort in which IMA HQ and region staffs will actively participate. We will enable our garrisons to transform installation management from a budget-centric culture to a productivity management culture pursuing continuous productivity improvement.
4. The timeline to achieve our goal of conducting ABC/M supported productivity improvement reviews by September 2003 is shown in the following figure.



5. The key steps in achieving our goal are:
- Each IMA garrison commander will establish a Garrison Plans and Programs Office to serve as the ABC/M focal point, by 30 May 2003.
 - Regions will host, and IMA Headquarters will conduct a series of regional productivity management workshops for garrison commanders and the head of their Plans and Programs Office no later than 30 June 2003.
 - By the end of fiscal year 2003, each garrison commander will begin conducting productivity evaluations to examine cost and performance with the garrison's directors.
 - By December 2003, region directors will begin holding quarterly reviews that, at an appropriate level of detail, examine the results of the garrisons' productivity evaluations.
 - Army Reserve Regional Garrisons will be conducting productivity evaluations by 30 March 2004.
 - By the start of fiscal year 2004, productivity improvement will be included in job performance standards for all commanders, directors, managers and supervisors.
 - Productivity improvement will be included in job performance standards for the Army Reserve Regional Garrisons and the IMA-ARD by 30 April 2004.

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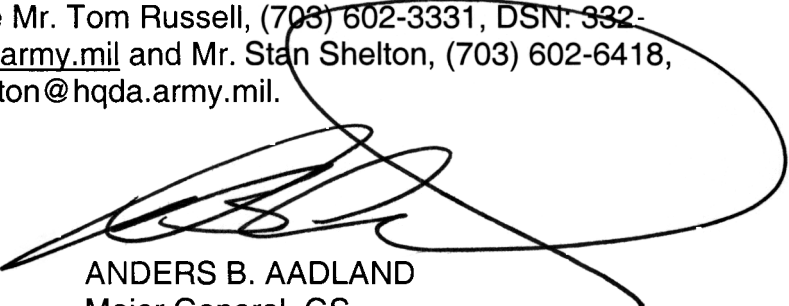
SUBJECT: Installation Management Activity Productivity Management

6. The Productivity Management Implementation Plan may be found via the IMA Internet Portal website at: https://secureweb.hqda.pentagon.mil/ima_intranet/Plans%20Directorate/Installation%20Quality%20Management/IMA_ABC_Plan_7Apr.doc.

7. As part of IMA's continued commitment to this endeavor our performance management experts from Grant Thornton will provide onsite support to all region directors in the areas of productivity management, ABC/M and balanced scorecard. Initially, each region office will receive support from one full-time expert. Based on the workload and future requirements, we will evaluate the need for additional resources. Please contact Uday Desai at phone number 703-602-1821 or email Uday.Desai@hqda.army.mil if you have any questions.

8. Productivity management using ABC/M, with a strong emphasis on management, will prove invaluable to garrison commanders in improving the efficiency and productivity of their installations. At all levels, IMA must move out aggressively on this campaign; make sure your approach is proactive.

9. Points of contact for this action are Mr. Tom Russell, (703) 602-3331, DSN: 332-3331, e-mail: Thomas.Russell@hqda.army.mil and Mr. Stan Shelton, (703) 602-6418, DSN: 332-6418, e-mail: Stanley.Shelton@hqda.army.mil.



ANDERS B. AADLAND
Major General, GS
Director, Installation Management Agency

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